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8 March 1954

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MEMORANDUM FOR: The Director of Training

FROM: Chief, Management Training Division

SUBJECT: Summary Report on Human Resources Program in OTR

1. The <sup>4 1</sup>/<sub>2</sub> hour initial phase of the Human Resources Program was conducted with three groups of supervisors in OTR during the following respective periods, 25 - 29 January, 1 - 5 February, and 15 - 19 February 1954. In addition, the program was presented to the staff of the Management Training Division during the week of 21 December 1953. A total [redacted] supervisors and equivalent staff have participated in this program to date in the Office of Training.

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25X1A 2. [redacted] assisted in the half-hour individual conferences that were scheduled between the first and second group meetings. The three editions of Page 1 for Group Meeting #2 are attached. "Points noted here" were problem areas that came up during Group Meeting #1 or in the individual conferences.

3. In making an objective appraisal of the management situation in OTR, I am unable to come up with any dramatic or sharply defined suggestions. The job we now have to do to improve the quality of management requires attention to specific problems on the basis of a clear understanding of our common management objectives.

4. Requirements of the present phase of organization development. In reflecting the tempo of the Agency as a whole, OTR appears to have just about completed the first or pioneer phase of organizational growth and to be levelling off into the phase of conscious internal organization. The requirements of this second phase are concerted and concentrated attention upon the process of management per se, and emphasis upon the importance of clarity of understanding by each individual in the organization regarding individual and group objectives. Our evident concern in the immediate past has been with production, - initially quantitative, then increasingly qualitative. It appears that our concern now must be with the quality of the process of achieving our objectives. This is normal natural history for any organization.

5. Coordination. Coordination is, of course, a basic requirement in training programs. It seems to be generally recognized in OTR that the key to the coordination of operations is the coordination of people. Communication,

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the chief means of coordinating the thought and activities of people, is not being achieved. We are still concerned with production dead-lines and we are neglecting the cultivation of the people who achieve the production. The coordination now required can only be realized through developing a more fully integrated organization of people.

6. Planning. Probably the best integration and coordination, both of people and programs, can be achieved through the planning process. There is an evident need for leadership in planning from top-side, though full recognition that the actual planning must be done by those who are responsible for operations. Planning is looking ahead. The follow-up on effective planning is periodic reporting on how we're doing. There is evident need for periodic reports from top-side as a key element in good communication within the organization.

7. Clarification. To summarize varied and recurrent suggestions concerning the improvement of our operations, I believe that the lowest common denominator for the improvement of management in OTR would be the clarification of functions, responsibilities, authority, and relationships for each supervisor in the organization. Especially in the intermediate echelons, there is not clear and adequate delegation of responsibility with commensurate authority. We need clarification to eliminate current fuzziness; we have reached the stage of growth as an organization when such clarification is a requirement for organizational health.

8. Personnel management. We still seem to have a long way to go to achieve the quality of understanding regarding personnel management policies that most people in OTR seek. There is as much confusion regarding the concepts and meaning of career service in OTR as in the average component of the Agency. As a result of these H. R. meetings, I would suggest that no one be recruited for OTR until he or she has been sold on the idea of working in a Training position for a reasonable period of time. Also, it seems to be recognized that Gresham's Law works more relentlessly in Training than in almost any other part of the Agency: the quality of those on board determines the quality of those who will come and the quality of those who will stay.

9. Customer relations. The need for more attention to working personal relations with our customers was generally recognized, and the necessity for broadening the base of the need to know where strictly functional to the job at hand.

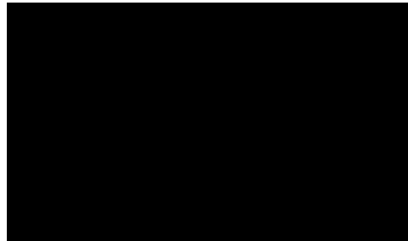
10. Social activities. We have apparently reached the stage where it is necessary to give conscious or "institutional" attention to getting our people together just so that they will all become better acquainted with each other. This requirement for any fairly large organization can no longer be left simply to spontaneous and informal activities if we are to maintain team spirit.

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11. Miscellaneous. I was surprised to find the degree of disparateness; the lack of a sense of cohesion; the expressed need to know about OTR and CIA plans, policies, and operations; and the extent to which some people feel boxed in channels. There is a reciprocal job to be done: growth in competence by supervisors at all levels; growth in understanding of what we're doing as an organization - why, how, when, and where - by each individual in OTR.

12. Finally. There is a high degree of appreciation for and confidence in your leadership, but quite unsatisfactory lines of personal and operational communications from the Office of the Director down to the Indians, and also from the bottom up.

I believe that it all boils down to the fact that we must now give time and thought to management itself if our success in the future is to be commensurate with our recognized progress of the past.



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Attached  
Materials distributed in  
the Human Resources Program  
4 $\frac{1}{2}$  hour initial phase.